Emergency Measures Organization

Business Plan

2004-2005

Table of Contents

Message from the Minister and Executive Director	Page 3
Mission	Page 4
Planning Context	Page 4
Strategic Goals	Page 7
Core Business Areas	Page 8
Priorities	Page 14
Budget Context	Page 16
Outcomes/Performance Measures	Page 17 - 22

Message from the Minister and the Executive Director

It is our pleasure to share details of the Nova Scotia Emergency Measures Organization's business plan for the period April 2004 to March 2005. This plan supports Government priorities of fiscal responsibility and accountability while assuring that Nova Scotians continue to enjoy an optimum level of safety and security.

In 2004-05, the Emergency Measures Organization will expand its emphasis on ensuring that Nova Scotians have the ability to effectively respond to and recover from the consequences of emergencies.

For 2004-2005 government has demonstrated its continuing commitment to protecting our people, our communities and our province by providing EMO with an increase in budget. This money will be used to develop proactive emergency prevention programs that will reduce the risk of emergencies happening in the future. It will also contribute to improving our disaster recovery ability so that when there is an emergency, the level of interruption and inconvenience to impacted Nova Scotians is minimal. The delivery by EMO, of comprehensive emergency management training to emergency agencies and private sector partners, will continue to be a priority in 2004 - 2005 as will the development of effective municipal and regional plans to prepare for and respond to the consequences of all types of emergencies.

New enhancements over the course of the 2004-05 fiscal year to our 911 emergency reporting service will ensure that it continues to be on the leading edge of technology, providing help where help is needed.

As part of its "total preparedness commitment", the Nova Scotia Emergency Measures Organization will undertake advertising and awareness campaigns in 2004-05 to encourage and promote individual and public sector participation in emergency preparedness. This is just one of many initiatives throughout government that will be directed at maintaining Nova Scotia's status as a safe place to live, work and raise children.

We are committed to achieving the planned outcomes and we look forward to your continued support in our endeavours.

Ernest Fage
Minister responsible for
Emergency Measures Act

M. R. Lester
Executive Director
Emergency Measures (NS)

A. Mission

The mission of the Nova Scotia Emergency Measures Organization EMO (NS) is to "ensure the safety and security of Nova Scotians and their property by providing for a prompt and coordinated response to an emergency".

B. Planning Context

The mandate of EMO (NS), as established by Provincial Statute - The Emergency Measures Act, Chapter 8 of the Acts of 1990, is to manage the Province's response to an emergency. The planning context for EMO (NS) is centred around managing the consequences of emergencies which include displaced persons, impacts to essential services, and insufficient response resources. Effective consequence management can protect Nova Scotians and their property from the potentially devastating social and financial impacts of a given emergency.

There are four strategic elements involved in properly managing emergency consequences, two of which are proactive and two of which are reactive in nature:

1. *mitigation* - the proactive process of identifying and taking steps to reduce the risks associated with hazards likely to contribute to emergencies;
2. *preparedness* - the proactive process of putting plans in place to effectively manage the potential consequences of emergencies that cannot be prevented
3. *response* - reactively coordinating the Province's response in the event of an emergency;
4. *recovery* - reactively assisting residents of the Province to recover from the impacts of a disaster.

Through its comprehensive emergency management programs, EMO ensures that the risk of an emergency occurring is minimized and if an emergency does happen , that there are plans in place to effectively manage the consequences and return life to normal as soon as possible.

The Emergency Measures Organization, with headquarters located at 21 Mount Hope Avenue in Dartmouth, has 13 staff reporting to an Executive Director. Ten staff members work at the headquarters office and three work out of regional offices in Kentville, Truro and Sydney.

Opportunities: EMO (NS) has implemented opportunities to offset expenditures. All of the expenses of administering its 911 emergency reporting service are now recovered through a subscriber fee on telephone bills. EMO (NS) has also implemented tuition fees, through which the expenses of its training programs are fully recovered. EMO (NS) also takes advantage of Federal Government cost sharing programs to recover a portion of its annual operating expenditures.

Challenges: Based on the experience that EMO (NS) has gained from managing past events and the existence of compelling evidence of future threats, EMO (NS) is facing a number of challenges in managing the consequences of emergencies. In the past six years EMO (NS) has responded to increasing numbers of emergencies including severe weather emergencies (ice storms, hurricanes and floods), forest fires, refugee aid (Kosovar refugee program) an aircraft impact (crash of Swiss Air Flight 111) and 8,000 stranded aircraft passengers in the aftermath of the New York World Trade Center disaster in 2001. In fiscal 2003-2004 EMO managed three large scale emergencies, including a flood in early April, a devastating hurricane in September and a major winter blizzard in February.

Since 1999, EMO has administered four Disaster Financial Assistance (DFA) programs to those that have suffered losses and the launch of a fifth program is anticipated as a result of the recent blizzard. These programs are very time and resource intensive and have substantial impacts on EMO's ability to continue to conduct its regular business activities.

Risks: There are at least three areas of risk contributing to the challenges facing EMO(NS):

1. Terrorist threats: The events of September 11, 2001 have added another dimension to the types of emergencies managed by EMO (NS). Based on intelligence gathering that is ongoing across North America, there is a continued necessity to be prepared to respond to threats from terrorist acts including those associated with chemical, biological and nuclear warfare. In response to the September 11, incidents the Federal Government has made substantial investments in the size and scope of its emergency management organization and it is making increasing demands on EMO (NS) to assist in creating a national program of planning and preparedness for terrorist attacks. Practically all of the data and information relating to the 1970's cold war preparations is now obsolete and the Province needs to start with a clean slate. This is a significant project. In addition, the Federal Government has embarked on an initiative with the provinces to assure that all critical infrastructure is identified and protected from terrorist threats. EMO (NS) will be expected to participate in a facilitation and coordination role with provincial departments and agencies, municipalities and the private sector.

2. Natural Weather Phenomena: In addition to future potential terrorist threats, experts agree that climate change can be expected to create severe weather extremes in the coming years, resulting in greater frequency and duration of forest fires, tidal surges, flooding and severe winter weather.

3. Health Emergencies: Experts agree that there is a statistical certainty of Nova Scotia experiencing a significant flu pandemic in the next several years. The expectation is that up to 60% of the Nova Scotia population will be directly or indirectly impacted with flu-type symptoms at one time. This has very significant business continuity implications for all levels of Government and more planning needs to be done if we are to successfully manage the response to these threats.

The emerging challenges and threats that are noted above can be expected to create increasing pressures on the team at EMO. To meet the increasing demands for emergency management services in 2004/2005, the EMO budget has been increased by $90,000 to enable the addition of one new member to the senior management team.

Through this additional position, in 2004/2005 EMO (NS) will:

- improve on its existing emergency management capability by expanding planning in the areas of disaster mitigation and disaster recovery, two significant emergency management areas in which enhanced strategic focus and development are required.

- focus on reducing economic impacts of disasters by increasing its efforts to enhance and improve financial support to Nova Scotia from existing cost sharing agreements with the Government of Canada. As a result of the recent meeting of the Council of the Federation, the Premier of Nova Scotia has agreed to team up with the Premier of Manitoba to lead the challenge in reforming the DFAA program so it will better meet the needs of Canadians.

- improve its operational capacity during and after an emergency incident. There are not enough people with advanced emergency management experience in the organization to sustain 24 hours operations on a protracted basis. For several days after the Swiss Air Flight 111 disaster and the Sept 11 World Trade Centre disaster, the Emergency Measures Organization was required to keep the Province's Emergency Operations Centre open on a 24-hour basis. Doing so with existing management levels frequently requires management to work shifts that exceed 12 hours in length and this introduces both risk of errors in operations and the risk of burn out. The addition of one more employee to EMO's management team will allow the workload, particularly during emergency operations, to be spread out significantly.

- broaden its involvement in business continuity planning in 2004 - 2005. Business continuity assures that the province is able to continue providing key government services and to operate vital facilities during an emergency.

- participate fully in the Federal Government's National Disaster Mitigation Strategy (NDMS) which will develop cooperative arrangements among the federal government, provinces and municipalities to reduce the effects of natural disasters such as the 1998 Ice Storm. The NDMS outcomes could include new development and land use strategies and cooperative funding arrangements to reduce the vulnerability of communities to disasters.

EMO has been "growing its business" for the last number of years through greater participation in emergency management and public communications efforts. Through its involvement in a significant number of past emergencies and through greater participation in proactive emergency management and public communications efforts, demand for EMO's services has steadily grown over the past several years. The resulting demands and expectations placed on EMO have now outpaced the capacity of the organization to the point where a strategic change to management structure is necessary.

With the addition of the new position, in 2004 - 2005, EMO expects to conduct an organizational restructuring which will see the structure through which line staff report to senior management change. This change will improve both planning and operations functions while enhancing the organization's capability to plan strategically for the future.

C. Strategic Goals

In accomplishing its mission, EMO seeks to manage the consequences of Emergencies. An effectively managed emergency will always be less costly with respect to social and financial impacts. By reducing the social and financial consequences of emergencies, the strategic goals of EMO (NS) are clearly aligned with three of the priorities of government related to fiscal responsibility and accountability, building greater prosperity and protecting what Nova Scotians value.

The Strategic Goals of EMO for the 2004 / 2005 fiscal year are to:

Reduce the risk of Emergencies Occurring: Accepted emergency management doctrine states that "the best managed emergency (and consequently, the least costly to manage) is the one that never happens". In 2004/2005, keeping with that doctrine, EMO will implement a program of risk mitigation, designed to identify the hazards that contribute to causing emergencies and where possible, encourage the development of plans to reduce or mitigate the risks associated with those hazards. In 2004-2005, EMO will also implement a proactive program to educate emergency managers in identifying critical infrastructure, conducting an analysis of the risks to that infrastructure and establishing plans for protection from the identified risks.

Reduce the impacts of those emergencies that do occur - A properly managed emergency will be a less costly one, not only in terms of dollars spent but also in terms of lives and property saved. Through its programs of proactive emergency preparedness, training and response planning, EMO will continue to empower individuals, industry, and government to take steps to effectively manage all types of emergency situations. An effective response will tend to reduce the social, financial and health costs of an emergency, reducing or even eliminating the requirement for government funding to recover from the consequences of the emergency.

Improve the Province's ability to respond to emergencies - Through the application of technology and improvements to the 911 emergency reporting service, EMO will improve the province's ability to promptly respond to the impacts of emergencies.

Improve the province's ability to promptly recover from emergencies/disasters: Prompt recovery from an emergency is essential. Essential services have to be up and running again as soon as the initial response is complete. In 2004-2005, to assist individuals, businesses and government to recover from the financial impacts of an emergency, EMO will develop an integrated program of planning for prompt disaster recovery. The program will include efforts to enhance the present cost shared Federal Disaster Financial Assistance Arrangements and thus reduce the financial burden on the Province. It will also include a series of administrative and contractual elements designed to improve EMO's ability to launch and deliver an effective program promptly on the heels of a disaster. EMO will also implement a program to encourage and assist the province, municipalities and the business sector in the development of business continuity plans so that an appropriate minimum level of public and private sector services can be sustained and delivery assured both during and after a disaster.

D. Core Business Areas

Whether the emergency impacts a single individual, a community, the entire province or the Atlantic Region, the programs within EMO's business areas all contribute to assuring that the consequences w lead to and flow out of emer gencies are managed, that the response to a wide range of emergencies is prompt and coordinated, and that recovery from the disaster is as prompt as possible.

There are some changes to the business areas planned for 2004-2005. Emergency Measures Organization will administer its programs of mitigation, preparedness, response and recovery through six core business areas. Two of these, involving mitigation and recovery are new for the 2004/2005 year and one of EMO's previous business areas, Ground Search and Rescue has been rolled into the Integrated Emergency Response business area. These changes have been made possible by the planned addition of one new full-time position to EMO.

1. Disaster Mitigation: This is a new business area for the 2004-2005 fiscal year. This business area will contribute to reducing the risks of emergencies occurring and for those emergencies so prevented, it will reduce or in some cases may even eliminate the necessity and cost to respond to and recover from them.

The following programs will be included in this business area:

Critical Infrastructure Protection: A critical infrastructure planner will assist the private and public sectors in developing plans to identify critical infrastructure, to identify and analyse natural and human induced risks facing that infrastructure, and to take protective measures to reduce those risks.

> **Hazard risk reduction:** Present EMO training programs in emergency planning will be amended to encourage and assist in incorporating risk mitigation techniques into existing and future emergency plans.

2. Integrated Emergency Preparedness: The role of EMO is to ensure that an integrated and effective emergency preparedness platform exists across the province. The province's Emergency Measures Act requires all municipalities to have an emergency plan, to employ the services of an emergency coordinator and to submit their plan to the Minister for approval. EMO is responsible for ensuring that all plans meet a minimum acceptable standard and that plans of adjacent municipal units are complimentary in nature.

This business area contributes to the ability of municipalities and the public sector to prepare themselves to manage local emergencies, thereby supporting an agenda of self sufficiency and fiscal responsibility and accountability, while reducing the province's potential financial exposure.

The following programs are included within the Integrated Emergency Preparedness business area:

> **Municipal Planning Review/Consultation:** Three EMO (NS) regional emergency management staff maintain regular contact with all 55 municipal governments to review plans and to provide advice with respect to the compliance of the plans with the Emergency Measures Act. In 2004/2005 all of the municipal plans will be reviewed and subject to evaluation, the results of which will be reported to the minister and municipal councils.
>
> **Joint Emergency Preparedness Program (JEPP):** JEPP is a $200,000 federal government 50% cost-sharing program which attempts to establish a reasonably uniform level of emergency planning across the country through cost sharing for training and education, special equipment acquisitions and development of regional emergency plans.
>
> **Mutual Aid program:** Under this program EMO enters into mutual aid agreements with other provinces and states so that resources needed by either party can be promptly provided in the event of an emergency. There are two agreements in place at present:

Atlantic Cooperation in Emergencies Agreement: The four Atlantic Premiers have signed an agreement to provide interprovincial access to resources in the event of a major emergency.

International Emergency Management Compact: This mutual aid agreement provides for provision of resources between the Eastern Provinces and the New England States in the event of a major emergency. In 2004/2005 EMO will seek to complete a similar agreement with all provinces and territories.

Federal/Provincial Liaison Program: This program establishes a cost-shared staff position within EMO (NS) charged with the responsibility of coordinating planning arrangements between Nova Scotia and Canada.

Homes for Special Care Emergency Planning: EMO staff provide advice respecting emergency plans and exercises for the homes for special care in Nova Scotia.

3. Emergency Management Training: EMO trains municipal, provincial and private sector emergency managers to design and implement emergency plans that contribute to their ability to provide a prompt and coordinated response to an emergency. This training contributes to the ability of municipalities, industries and the province to respond to emergencies. This is another example where "learning is succeeding". The program supports an agenda of responsible, accountable government while reducing the province's financial exposure, thereby supporting the government's goals related to fiscal responsibility and accountability.

The following training programs are included in this business area:

Basic Emergency Preparedness Awareness -this is a new training course for 2004-2005 and is designed for those emergency responders involved with emergency management but who are not in a leadership role. This one-day program will meet the goal of training additional people while reducing the increasing demands for the more intensive and costly three-day program of Basic Emergency Preparedness.

Basic Emergency Preparedness - Entry level program including obligations under the Act, emergency plan development and testing. This program is directed at persons responsible or planning and managing emergency outcomes.

Mayors & Elected Officials - This program, educates municipal councils and Mayors with respect to the role of EMO (NS), municipal obligations under the Emergency Measures Act, and the availability of federal government financial programs.

Emergency Operations Centre - This program is directed at management level personnel within the public and private sectors and incorporates the importance of design, structure and operational procedures for a central facility from which emergency operations are conducted.

Emergency Site Management - This program, for actual emergency commanders enhances the ability to direct, control and coordinate joint operations at an emergency site.

Evacuation Management - One of EMO's principle roles during an emergency, is to remove people from harm's way and look afer them. This course teaches the essential theory, practice and realities of evacuation planning.

Exercise Design - One of EMO's governing philosophies is that an emergency plan is not complete until it has been tested using an actual emergency exercise. This course, directed at municipal, provincial and private sector emergency planners is a basic "how to" with respect to designing, writing , conducting and evaluating an emergency exercise.

4. 911 Emergency Reporting Service - The sooner an emergency is reported, the better the chance is that it can be responded to with minimal loss to life and property. This business area exists to ensure that all Nova Scotians have equal access to the ability to report emergencies and to receive prompt assistance for the protection of their safety and security. EMO (NS) sets standards and policies which assure that callers receive the same high quality of 911 service no matter where they are in the Province. This business area contributes to the EMO (NS) mission statement to ensure the safety and security of Nova Scotians and their property by providing for a prompt and coordinated response to an emergency. This business area also supports the government priorities of protecting what Nova Scotians value as well as fiscal responsibility , because by enabling prompt reporting of an emergency, response time is reduced and so is the cost of the emergency in terms of response costs, property damage and lives.

There are four programs in the 911 emergency reporting service business area:

operations - EMO provides call taking equipment, standards and policy and conducts regular quality assurance monitoring within the Province's six 911 centres.

call-taker training - 911 call takers are provided with training in equipment use, and protocols as well as in strategic areas of crisis communications, suicide prevention and domestic violence intervention.

public education - schools, seniors and other target audiences are provided with information on the effective use and availability of 911 service

civic addressing - EMO coordinates the input of civic address data from more than 55 municipal units across the province to the telephone-company owned 911 data base. The Department of Service Nova Scotia and Municipal Relations is building a digitized civic address data base. EMO is collaborating in this venture by supplying the necessary civic address data and as a consequence, 911 call takers will eventually have access to digitized map data while they are speaking with callers who have an emergency.

5. Integrated Emergency Response: Resources do not magically appear in response to an emergency. Very precise and meticulous arrangements need to be worked out in advance to ensure that the right resources are available and can be quickly transported to where they are needed.

Frequently, resources that are not available in one municipal unit are available in another and through this business area the resources are identified and arrangements are made in advance to make them available in the event of an emergency. This business area supports an agenda of responsible and accountable government by coordinating response to an emergency through effective communications, pre-arranged mutual aid agreements and established networking protocols.

Through the delivery of the following strategic programs, EMO delivers an integrated provincial network of incident reporting, internal and external communications, public information release, emergency response, and post-incident debriefing.

Departmental Emergency Preparedness Officer Program: Each provincial department, agency, board, and commission has an emergency planning officer and an alternate, whose role it is to coordinate the department's response and service delivery in the event of an emergency. EMO is the central training and coordination agency that brings all these individuals and resources together in one place so that response to emergencies proceeds in a prompt and coordinated fashion.

Emergency Operations Centre: Nova Scotia and Canada share a joint emergency operations centre (JEOC) housed within EMO headquarters in Dartmouth. This is where senior decision-makers gather when managing an emergency response, to evaluate information and make operational decisions on a consensus basis during an emergency.

Emergency Public Information: In cooperation with Communications Nova Scotia, EMO (NS) has developed an emergency public information plan to support the province's emergency management system.

Standby Officer Program: EMO maintains an "on-call "program to ensure that there is someone available on a 24-hours basis from the Government of Nova Scotia to accept notification of and to initiate a response to an emergency.

Emergency Communications: EMO (NS) works with the Department of Transportation and Public Works to ensure that effective emergency communications are always available. EMO (NS) also has developed agreements with the province's amateur radio community and commercial radio stations to provide communications support.

Nova Scotia Emergency Management Manual: EMO is responsible to develop and maintain the provincial government emergency plan which establishes the framework under which responsibilities are assigned, operational information is gathered and decisions are made.

Nova Scotia Ground Search & Rescue - Search and rescue operations contribute to EMO's mission in the sense that a coordinated response to an emergency must include the ability to quickly locate persons who are missing or unaccounted. Nova Scotia has been recognized as a national leader for its well organized and trained volunteer ground search and rescue service. Each year more than 1,600 volunteers from 24 teams conduct approximately 70 searches for lost people. EMO (NS) provides financial and administrative support to this service through the provision of:

Expense reimbursement - EMO pays the travel costs for volunteers from home to the search site, pays for annual workshops and training and for the replacement of certain pieces of equipment lost or damaged during a search.

Operating Grants - EMO provides an annual team operating grant of $1000.00 and a grant of the same value to the Nova Scotia Ground Search and Rescue Association to which the teams belong.

Training Assistance - EMO provides its training officer, on an as-required-basis to assist teams in the development of training programs

Media Management Assistance - EMO provides the services of its communications officer, on an as-required-basis, to assist in developing a competent media relations capability within the teams.

6. Disaster Recovery: This is a new business area for 2004/2005. Through the addition of a new member to the management team, EMO will build the capacity to proactively plan disaster recovery programs so that the delay in assisting Nova Scotians to recover from a disaster is minimal. This business area will include the following programs:

Priority Access to Dial Tone (PAD): In the aftermath of an emergency, conventional telephone communications systems will tend to become overloaded. Restoration occurs in phases and it is important that emergency telephone numbers be restored as a priority over non-emergency numbers. EMO coordinates the collection of information and then provides the telephone companies with direction on which telephone numbers (including for example, those of the government's senior executive and management teams) need the highest level of protection during a telephone switch overload

Disaster Financial Assistance: this program will develop policies, procurement processes, communications tools, and strategic alliances to assure that a program of disaster recovery, is ready to implement in the immediate aftermath of a disaster.

Business Resumption Planning: This is program of proactive planning to encourage businesses and government to analyse supply chain arrangements and other critical linkages and take steps in advance to assure that interrupted operations can resume in as prompt and efficient a manner as possible following a disaster.

E. Priorities

Priorities of the Disaster Mitigation business area: To advance the EMO goal of reducing the risk of emergencies occurring in Nova Scotia, EMO will:

- assist business and government to develop internal capacity to identify and mitigate risks both natural and human induced, that may contribute to emergencies

Priorities of the Integrated Emergency Preparedness business area: In keeping with the EMO (NS) goal of reducing the cost of managing emergencies by enhancing the level of preparedness in the Province, EMO (NS) will:

- develop a mutual aid program between Canadian provinces and territories outside of Atlantic Canada so that in an emergency our province can acquire or send necessary additional resources where they are needed

Priorities of the Emergency Management Training business area: To advance EMO's goal of increasing the ability of municipalities and industries to effectively manage local emergencies, EMO (NS) will:

- implement a new one-day program of basic emergency preparedness awareness for first responders and others who must provide emergency services, but do not hold a leadership role in the response

Priorities for the 911 Reporting service business area: to advance the goal of increasing the speed and efficiency with which callers to 911 receive emergency assistance, EMO (NS) will:

- test pilot the delivery of provincially completed digital civic address mapping to a 911 centre;
- develop a strategy and undertake research and effort necessary to assure complete renewal/replacement of the Province's 911 call answering technology by the first quarter of 2005-2006.

Priorities for the Integrated Emergency Response business area: To advance EMO's goal of maintaining the safety and security of Nova Scotians by improving the province's capability to respond, EMO (NS) will:

- develop and implement a set of standard operating procedures for the province's emergency operations centre and provide training to the province's departmental emergency preparedness officers with respect to standard operating procedures for the province's emergency operations centre;

Priorities for the Disaster Recovery business area: To advance the goal of improving the province's ability to promptly recover from emergencies/disasters, EMO(NS) will:

- develop a disaster financial assistance guide or guides to assist municipal administrators as well as departments, agencies and commissions of the province in identifying and documenting eligible costs and preparing a claim for recovery of eligible expenditures

- conduct research and develop plans to proactively negotiate agreements with identified contracted resources that may be necessary to implement and deliver an effective program of disaster recovery, including disaster financial assistance.

- pursue changes to the disaster financial assistance arrangements to assure that these arrangements better address the needs of Nova Scotians.

F. **Budget Context:** Final Budget expenditures for 2003 /2004 and forecast expenditures for 2004/2005 are as follows:

EMO Nova Scotia - Estimated Budget Expenditures		
Core Business	**2003/04 Year Forecast (from Estimates Book)**	**2004/05**
	$1000's	
Total Program Expenses - Gross Current	**$2,284**	**$2486**
Recoveries (Federal Government)	**$166**	**$202**
Recoveries (911 Recovery Fund)	**$1704**	**$1704**
Chargeable to Other Departments	**$73**	**$73**
Fees and Other Charges	**$28**	**$45**
Net Program Expenses - Net of Recoveries	**$692**	**$782**
Salaries and Benefits	**$766**	**$856**
Funded Staff (FTE's)	**14**	**15**

G. OUTCOMES AND OUTCOME MEASURES

The proposed outcomes and outcome measures for the Emergency Measures Organization are shown in Tables 1 through 5 on pages 15 through 19.

Table 1: Core Business Area: Disaster Mitigation - Goal: Reduce the Risk of Emergencies Occurring				
Outcome	**Measure**	**Base Year Measure**	**Target 2004/5**	**Strategies to Achieve Target**
increased capacity at the municipal level to identify and reduce the risks that contribute to emergencies/disasters	Percentage of municipal units reporting some level of risk mitigation activity in their municipal plan	2004-2005	To be established in 2004 - 2005	communicate expectations to municipal authorities Development of a risk mitigation handbook for municipal officials review/amendment of evaluation criteria to include mitigation evaluate municipal plans and report
	Percentage of municipal units that have created an inventory of critical infrastructure for their jurisdiction	2004 -2005	To be established in 2004 - 2005	communicate expectations to municipal authorities provide training/guidance to municipal officials review/amendment of evaluation criteria to include C/I assessment evaluate municipal plans and report

Table 2: Core Business Area: Integrated Emergency Preparedness - Goal: reduce the impacts of those emergencies that do occur				
Outcome	**Measure**	**Base Year Measure**	**Target 2004/5**	**Strategies to Achieve Target**
Nova Scotia's municipalities are prepared for emergencies	Percentage of municipalities that comply with the Act	2002-2003 99%	100%	Continuing monitoring and supervision by field staff. reports to municipal councils
	Percentage of municipalities that rate good or better on the municipal emergency preparedness evaluation	2002- 2003 71% rated as good or better 18% rated as Poor	80% rated good or better, no more than 10% rated as poor	Continuing monitoring and supervision by field staff reports to municipal councils
The capability to respond to an emergency is known and understood	All departmental emergency preparedness officers are aware of the status of their department's preparedness	2004-2005	to be established in 2004-2005	Departmental plans will be reviewed by EMO and comments/recommendations returned to the Department
	deputy ministers are aware of any deficiencies in their department's/agency's plan		to be established in 2004-2005	Annual reports will be provided to all deputy ministers as to the status of their department's/agency's emergency preparedness capability
	Frequency of meeting of departmental emergency preparedness officers' committee	2002-2003 1 meeting/year	2 meetings/year	

Table 3: Core Business Area: Emergency Management Training				
Outcome	**Measure**	**Base Year Measure**	**Target 2004/5**	**Strategies to Achieve Target**
Emergency responders have a basic understanding of importance of preparedness	Basic Emergency Preparedness Awareness course developed and piloted	none (new course for 2004-2005)	8	
Introductory emergency management training, appropriate to candidates' future training needs, is available throughout Nova Scotia	Number of Basic Emergency Preparedness (BEP) courses held	2002 - 2003 3	7	
Advanced emergency management training, tailored to Nova Scotia's circumstances, is available within Nova Scotia	Number of Emergency Operations Course in training catalogue	2002 - 2003 1	2	Continuing work of training officer. Staff support through new position.
	Number of Emergency Site Management courses in training catalogue	2002-2003 1	2	Continuing work of training officer.
	Number of emergency public information officer training courseS	none (new course for 2004-2005)	1	Staff support through new position.

Table 4: Core Business Area: 911 Emergency Reporting Service - Goal: Improve the province's ability to respond to emergencies				
Outcome	**Measure**	**Base Year Measure (2002-2003)**	**Target 2004/05**	**Strategies to Achieve Target**
A 911 service that provides prompt access to emergency services	% of calls answered in 3 rings or less	98.8%	100%	1. optimize number of positions per PSAP 2. reduce frivolous use of 911
	% adherence to protocols	84%	95%	1. regular compliance auditing 2. on line access to protocols
	increase in percentage of calls processed in one minute or less	54%	75%	1. regular compliance auditing 2. ongoing call taker training
	reduction in complaints and inquiries	1.5 complaints per 10,000 calls	1 complaint per 10,000 calls	1. regular compliance auditing 2. ongoing call taker training
	reduction in frivolous calls	10%	7.5 %	1. improved education to the public 2. enforcement of 911 Act 3. speed dial campaign

Table 5: Core Business Area: Integrated Emergency Response - Goal: improve the Province's ability to respond to emergencies				
Outcome	**Measure**	**Base Year Measure**	**Target 2004/5**	**Strategies to Achieve Target**
Nova Scotia's emergency management system is tested and evaluated	Percentage of municipalities conducting exercises every two years	2002- 2003 58%	75%	communicate expectations to municipal authorities Development of an exercise handbook for municipal officials evaluate municipal plans and report
	The % of departmental emergency preparedness officers that have been trained in standard operating procedures for the province's emergency operations centre	2004-2005	to be established in 2004-2005	Standard Operating Procedures developed training package prepared training delivered

Table 6: Disaster Recovery business area - Goal: improve the province's ability to promptly recover from emergencies/disasters:				
Outcome	**Measure**	**Base Year Measure**	**Target 2004/05**	**Strategies to Achieve Target**
a decision is made, following a disaster whether or not a disaster program is required	The number of days to gather disaster impact information and estimate the value of damage	2004-2005	to be established in 2004-2005	- research - Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis of previous disaster administration - contracted services for disaster assessment (Ontario doing this now)
When a decision is made to offer a program, information and applications are made available	The number of days following a disaster by which all impacted applicants should have access to program information	2004-2005	to be established in 2004-2005	- SWOT analysis of previous disaster administration develop a disaster assistance policy for the Province of Nova Scotia prepare a standing offer contract for administration of a disaster assistance program prepared communications plans strategies for disaster assistance
applicants for assistance have been contacted and a damage assessment scheduled	Number of days after submitting an application by which applicants have been contacted and scheduled for on site damage assessment	2004-2005	to be established in 2004-2005	- SWOT analysis of previous disaster administration include in a standing offer contract for administration of a disaster assistance program
damages are assessed and claims are processed	The percentage of claims assessed and completed in a certain time period after the disaster	2004-2005	to be established in 2004-2005	- SWOT analysis of previous disaster administration negotiate improved Federal rules for administrations and eligibility include in a standing offer contract for administration of a disaster assistance program
the capacity to do effective business resumption planning exists within Government and the private sector	The number of emergency plans that include business resumption planning	2004-2005	to be established in 2004-2005	information and/ or training provided to Province's planning officers and to local emergency planners